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O F  
T R A I N I N G

April 1975

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OFFICE OF TRAINING

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OFFICE OF TRAINING  
Language Learning Center

The staff of the Language Learning Center (LLC) develops and regularly conducts part-time and full-time courses in 19 languages for employees assigned in the Headquarters area and those scheduled for assignments overseas. Training can be given in a number of other languages, including English taught as a foreign language, upon request and on a reimbursable basis. LLC also conducts foreign language proficiency tests, authenticates language skills of Agency employees, and processes results for recording in the Agency's Language Qualifications Register. Upon request of operating components, the LLC provides language training at non-Agency facilities to personnel under sensitive cover. The Center also provides the Secretariat for the Agency's Language Development Committee.

Testing

Approximately 1400 proficiency tests are conducted annually; results of the tests are recorded in the Agency's Language Qualifications Register.

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Functional Training Division

This Division develops and conducts skills training programs (except those presented ) regardless of the functional nature of a course. Thus, it consolidates in a single division the responsibility for Collection, Intelligence Research, Intelligence Production, Communication Skills, Information Science, Management, Supervision, Administration and Clerical skills training programs. It also includes the responsibility for Agent and Liaison Training and certain aspects of non-official cover (NOC) training.

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#### Intelligence Training Branch

This Branch provides training for intelligence research analysts, for writers of intelligence information reports, finished intelligence, memoranda, and staff studies; and for those who give briefings. Training for intelligence research analysts includes requirements, collection programs, processing, storage and retrieval, analytical techniques and methods (including the use of the computer as an analytical tool), production methods of each producing office, and uses of finished intelligence.

#### Information Science Training Branch

The Information Science Training Branch provides courses for the Intelligence Community in computer science, operations research, and systems analysis as they relate to intelligence

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OFFICE OF TRAINING  
Functional Training Division

collection, production and support tasks. It also provides segments of instruction on these topics in other OTR courses and at DIA and NSA.

Management and Administrative Training Branch

The Management and Administrative Branch develops and conducts courses in supervision and management for all levels of employees; in administrative procedures as they apply at Headquarters and in the field; in Office Management and related subjects.

<u>Course</u>	<u>Runnings</u>	<u>Hours of Instruction</u>	<u>Students</u>
Administrative Procedures (32 hrs)	7	224	115
Anti-Narcotics Operations (35 hrs)	2	70	41
Information Science for Imagery Analysis (60 hrs)	1	60	15
Clandestine Operations Orientation for DDS&T (35 hrs)	2	70	30
Effective Briefing (40 hrs)	3	120	104
Effective Writing (30 hrs)	6	180	71
Field Administration (112.5 hrs)	6	675	66
Fundamentals of Budgeting (43 hrs)	6	258	96
Fundamentals of Supervision and Management (44 hrs)	6	264	202
Information Science for Intelligence Functions (170 hrs)	2	340	66 *
Information Science for Managers (30 hrs)	3	90	58 **

\* 27 CIA and 39 Community

\*\* 32 CIA and 26 Community

OFFICE OF TRAINING  
Functional Training Division

<u>Course</u>	<u>Runnings</u>	<u>Hours of Instruction</u>	<u>Students</u>
Intelligence Information Reports and Requirements (75 hrs)	4	300	30
Intelligence Information Reports Familiarization (32 hrs)	5	160	37
Intelligence Production Course (190 hrs)	2	380	24
Intelligence Writing Techniques for Career Trainees (40 hrs)	4	160	58
Management Seminar (169 hrs)	3	507	44
Managerial Grid (54.5 hrs)	5	272	168
Management by Objectives (24 hrs)	1	24	24
Office Management Seminar (32 hrs)	4	128	52
Operational Indoctrination for OTS (63 hrs)	2	126	20
Operational Records I (14 hrs)	7	98	225
Operational Records II (35 hrs)	7	245	163
Operational Records III (7 hrs)	5	35	28
Operational Records and Desk Orientation	4	40	75
Performance Appraisal Workshop (12 hrs)	4	48	89
Project Officer in the Contract Cycle (39 hrs)	4	156	75
	49	343	754
Survey of Intelligence Information Systems (90 hrs)	2	180	94

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OFFICE OF TRAINING  
Functional Training Division

<u>Course</u>	<u>Runnings</u>	<u>Hours of Instruction</u>	<u>Students</u>
System Dynamics: Principles and Applications (90 hrs)	2	180	37 *
Writing Better Reports (24 hrs)	3	72	25
Counterintelligence Familiarization (40 hrs)	1	40	9
<hr/>	<hr/>	<hr/>	<hr/>
31 Courses in FY 74 with	162	5805	2895

\* 29 CIA and 8 Community



OFFICE OF TRAINING  
Intelligence Institute

The Intelligence Institute develops and conducts orientations and general courses which have as their main objective the expanding of the knowledge and perspective of attending intelligence officers about the Agency, the Intelligence Community, and the various factors which impact on the intelligence profession. These courses include the CIA Senior Seminar for supergrades and promising GS-15's, the Midcareer Course and the Advanced Intelligence Seminar for middle-level officers, and the Intelligence in World Affairs Course for new Agency professionals. It also provides general orientation: CIA-Today and Tomorrow, and the Administration Directorate Review: Trends and Highlights.

Area training is offered by the Intelligence Institute in several courses as well as ad hoc area courses to meet special requirements. Briefings on CIA, the Intelligence Community and related subjects are provided for a variety of visiting groups and individuals.

The Institute has established a Center for the Study of Intelligence to stimulate thinking about the intelligence process and issues of critical concern to U.S. intelligence. The center will have programs of research, symposia, and discussion group meetings to encourage action among Agency personnel and between them and outside experts. The research program will commence in the summer of 1975 with assignment of "Intelligence Fellows" from various Agency components.

The Institute manages the Guest Speaker Program--a series of monthly lectures on various subjects in the Agency Auditorium. The lectures are open to employees of CIA and other agencies of the Intelligence Community.

INTELLIGENCE INSTITUTE

<u>Course</u>	<u>Runnings</u>	<u>Hours of Instruction</u>	<u>Students</u>
Advanced Intelligence Seminar (90 hrs)	2	180	54
Chief of Station Seminar (48.5 hrs)	3	145.5	44
China Familiarization (35 hrs)	4	140	42
CIA Today and Tomorrow (18.5 hrs)	3	55.5	562

OFFICE OF TRAINING  
Intelligence InstituteINTELLIGENCE INSTITUTE

<u>Course</u>	<u>Runnings</u>	<u>Hours of Instruction</u>	<u>Students</u>
Intelligence in World Affairs (102 hrs)	7	714	251
Latin American Area Seminar (32 hrs)	2	64	15
Administration Directorate Review: Trends and Highlights (32 hrs)	6	192	274
Midcareer Course (180 hrs)	6	1080	177
Preparing for Overseas Assignment (27 hrs)	8	216	100
CIA Senior Seminar (321 hrs)	2	642	40
USSR Country Survey (62.5 hrs)	1	62.5	14
Intelligence Research Techniques (64 hrs)	3	192	37
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12 Courses in FY 74 with	47	3683.5	1610

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OFFICE OF TRAINING  
Services and Registration Staff

The Services and Registration Staff represents an amalgamation of the classical support activities of the Office of Training with the Registrar function. It combines the personnel, security, budget and fiscal, and logistics services with the administration of the Agency's External Training Program, the Agency's Off-Campus Program, the computerized Agency Training Record, responsibility for publication of the OTR Catalog and Schedules, some internal registration  activity, centralized statistical base for OTR-conducted courses, and a limited academic counseling activity. The OTR Training Officer, OTR Word Processing Center and Executive Secretary of the Training Selection Board are also part of this staff.

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Plans and Development Staff

Essentially, the activities of this staff include the Secretariat to the DTR and DDTR, support to the Boards of Overseers and Visitors, Career Management functions, Component Training Coordinator, and Instructional Development and Training Services. The staff combines OTR's training services--the production of visual aids, use of audio equipment, the procurement, projection, and production of film and TV programs and instructor training--in a Development and Technical Services Group.

OFFICE OF TRAINING  
Career Training Program StaffCareer Training Program Staff

The Career Training Program (CTP) selects and trains professional employees on a general entry basis. Placements are made throughout the Agency, except for the DDS&T, where all employment is on a direct hire basis. The CTP was started in 1951 by Matthew Baird, Director of Training, at the request of the Director, General Walter Bedell Smith. It was known then as the Junior Officer Training Program; the name-change to Career Training Program occurred in 1965.

Since 1951, 2,366 CT's entered the Program, 1,405 are still on duty, and 960 have been separated. This represents a 60 percent retention rate. Presently, there is a relatively firm requirement for 70-80 candidates a year. The annual requirement for DDO is 50, DDI - 20, and DDA about 8. The first Trainee was selected in July 1951, and the largest number brought on was in FY 1968, when 247 entered the Program. The CT's EOD twice a year--in April and September as contract employees, and are converted to staff status upon completing the Program.

The CT training program consists of formal courses and on-the-job experience. Beginning in September 1975, CT training will consist of orientation, operations familiarization, intelligence processing, information science, and those CT's destined for DDO will receive specialized operations training. In addition, all CT's will have two Interim Assignments (on-the-job training) of about three months each in DDO and DDI. Those being assigned to DDA will serve at least one Interim in that Directorate. After the training cycle is completed, which lasts from 36-46 weeks, CT's are permanently assigned to one of the three Directorates.

The CTP staff consists of the Chief, four Program Officers, a personnel assistant, and two training assistants. Two of the Program Officers are DDO representatives, one is a DDI officer and the fourth concentrates on DDA. There is close cooperation in the screening and selection of applicants between the CTP staff and the various components to which the CT's are ultimately assigned.

OFFICE OF TRAINING  
Component Training

The Deputy Directors provide OTR with information concerning non-OTR, Agency-conducted formal courses. This information is used for the Agency Training Record and for the Annual Report on component-conducted training prepared by OTR. This Annual Report is done on a fiscal year basis and returns are due on 31 July.

Nineteen components representing all Directorates, conducted 1,001 runnings of 255 courses providing 46,666 hours of instruction to 6,848 students at a cost of \$1,961,069 in Fiscal Year 1974. The following components expended substantial amounts of time and money:

<u>Components</u>	<u>Hours of Instruction</u>	<u>Total Cost</u>
OS	5,664	\$ 31,079
OTS	4,052	265,471
EA	2,974	118,848
SB	1,977	127,551
NPIC	1,692	45,735
OJCS	1,542	285,900

FY 1974 information was improved by issuance of a set criteria for reporting information and the use of a standardized form.

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External Training

The Director of Training has overall responsibility for the management and administration of the Agency's External Training Program. In an average year OTR processes more than 3,000 applications and utilizes over 310 training facilities, both Government and non-Government. This entails staffing and processing the requests in accordance with Title 5, U.S. Code, Chapter 41 (formerly Government Employees Training Act), and Hqs. Regulation   handling enrollment details (either official OTR enrollment, or in coordination with Cover and Commercial Staff, or straight student enrollment); establishing travel, per diem, and academic allowances, and monitoring the completion of such training, in compliance with audit and personnel requirements.

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<u>Category</u>	<u>Students</u>
<u>Full-time Training</u> (A semester or more including academic, Senior Officer Schools, management/executive development courses)	146
<u>Information Sciences</u> (ADP/EDP courses at various facilities)	380
<u>Language</u> (Full and part-time study at government and non-government facilities)	57
<u>Part-Time Academic Training</u> (At universities and colleges)	1055
<u>Short Courses</u> (In various disciplines at government and non-government facilities)	1518

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<u>Category</u>	<u>Students</u>
<u>Correspondence Courses</u> (This figure does not reflect requests for Office of Communications employees taking correspondence courses in OC's worldwide correspondence program. These are received and processed by OTR after completion of the courses per agreement with OC. In FY-74 421 OC employees were enrolled in this program.)	71

The Agency spent \$1,500,000 on external training in FY 74. OTR's portion of this budget was \$284,402 to fund programs under the purview of the Training Selection Board, the Foreign Affairs Executive Seminar, and the external programs which MT careerists attend.



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Training Selection Board

The Training Selection Board (TSB) was established in January 1964 to ensure that suitably qualified employees are nominated to represent CIA at external programs.

The Board's charter appears in [ ] "Training at Non-CIA Facilities." Specifically, the members: (1) recommend nominees to the DDCI for attendance at senior officer schools and certain executive leadership programs; (2) approve nominees to attend non-Agency programs in senior management (including university programs) conferences, and seminars. The Board meets as necessary in order to meet the nomination deadlines set by the schools.

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The Director of Training is Chairman of the Board. The other ex officio member is Fred W. M. Janney, Director of Personnel, who also represents the Administration Directorate. The DDI is represented by [ ] the DDS&T by Karl [ ] and the DDO by [ ] The Executive Secretary to the Board is an OTR careerist.

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Programs (with FY 76 quotas in parens) under the TSB's jurisdiction are:

- Air War College - Maxwell Air Force Base (1)
- Armed Forces Staff College (2 for February session; 2 for August)
- Army War College - Carlisle Barracks (1)
- Brookings Educational Programs for Federal Executives (varies)
- Conferences for Senior Executives
- Conferences for Science Executives
- Conferences on Business Operations
- Federal Executive Fellowship
- Joint Conferences for Specialists from Business and Government
- Education for Public Management - Civil Service Commission (varies)
- \*Executive Management Program - Pennsylvania State (4)
- Executive Seminar Center Program - Civil Service Commission at Kings Point, Berkeley, and at Oak Ridge (total for three locations is 25)
- Federal Executive Institute - Civil Service Commission
- Seven-week Executive Education Program (1 for each of 4 sessions)

\*Not included in OTR's Budget

OFFICE OF TRAINING  
Training Selection Board

Three-week Executive Leadership and Management  
Program (1 for each of 4 sessions)  
Fellowship in Congressional Operations - Civil Service  
Commission (none, the Agency may nominate 3 candidates)  
\*Foreign Service Economic Studies-FSI, Department of  
State (none)  
Industrial College of the Armed Forces - Ft. McNair (1)  
Management Program for Executives - University of  
Pittsburgh (none)  
National Senior Intelligence Course - Defense Intelligence  
School (1 for each of 2 sessions)  
National War College - Ft. McNair (4)  
Naval War College - School of Naval Warfare (1)  
President's Executive Interchange Program (2 per year)  
Program for Management Development - Harvard (2 for  
each of 2 sessions)

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Senior Seminar in Foreign Policy - FSI, Department of  
State (2)

\*Not included in OTR's budget

Agency Training Record

The Agency Training Record is a computerized listing of individual employee training, conducted or sponsored by the Agency. It includes OTR courses, most internal programs conducted by other components, and Agency-sponsored training at non-Agency facilities. The Record does not reflect participation in informal or special-purpose training of short duration such as briefings, lectures, conferences, professional meetings, or orientation and familiarization tours; nor does it reflect training not sponsored by the Agency.

1. Alphabetical listing of students by name.
2. Listing by office of assignment and then students alphabetically within the office, giving the course(s) taken. This report is distributed to Senior Training Officers and selected Component Training Officers.
3. Listing by service designation, with students recorded alphabetically within the service designation, giving the course(s) taken. This report is distributed to Senior Training Officers and selected Component Training Officers.

A report by service designation is compiled by courses once every calendar year. This listing is sent to selected Senior Training Officers and Component Training Officers.

Information for computer input is obtained from the Form 136, Request for Training at Non-Agency Facility, Form 73, Request for Internal Training, and rosters submitted to OTR on training given by components or under contract.

Media Center

A Media Center at the Headquarters Building was established in the winter of 1974. The Center brings together the OTR and OJCS Self-Study Programs, the University of Maryland Instructional Television Network System, and the Headquarters Language Laboratory.

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GeneralOff-Campus Program

At the beginning of FY 74, an Agency Off-Campus Program was re-instituted in cooperation with the Northern Virginia Regional Center of the University of Virginia. In the fall semester, 17 courses were given by 16 instructors. There were 261 registrations (representing 238 employees) at a total cost of \$18,339. In the spring semester, 16 courses ran with 15 instructors; there were 270 registrations (248 employees) for a cost of \$18,267. Costs were centrally funded by the Office of Training.

All Directorates were represented in the enrollment figures, with 72 percent under age 35, and the median grade being GS-8. This Program has now been included as an integral part of the Agency's Affirmative Action Plan.

Self-Study Program

The Self-Study Program, operated by OTR, enables individual Agency employees to take courses and attend lectures on their own initiative and at their convenience by the use of video cassette and audio cassette systems.

Training Officers

The Office of Training conducts its day-to-day business with the other components through the Training Officers assigned in those components. Presently there are about 50 Training Officers in the Agency. Their principal responsibilities are to assist personnel officers and supervisors in determining training best suited to their careerists and to process the necessary papers to enroll the careerists in OTR's courses, in those conducted by other components, and in courses at non-Agency facilities. Each of the directorates and the Office of the Director has a senior Training Officer who is the focal point for training activities within the Directorate and with whom instructors in OTR coordinate development of new courses or revisions in on-going courses.

University of Maryland Instructional Television Network

OTR is negotiating with the University of Maryland for the installation of an instructional television network. It will afford Agency employees the opportunity of taking

courses via TV in engineering, science, and management subjects in the Headquarters Building. The Agency's participation will involve three classroom stations to be located in the Headquarters Building and will have a "talk-back" capability to the campus classroom. The system may be operational in early CY 1976.

#### Word Processing Center

OTR is the site for one of three word processing centers to be established in the Agency. The original Typing and Processing (TAP) staff consisted of a manager and four OTR clerical employees (volunteers). Due to the wide acceptance and utilization of TAP by OTR offices, the staff has been expanded to include a manager and six word processing specialists. Two telephone dictation input systems were installed in the center to accommodate the 33 telephone dictation stations strategically located in OTR.